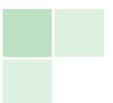




# Business DNA Case Studies:

## Employee Performance



### THE CHALLENGE

A successful old established business which included family generations determined that they needed to look more carefully at the way in which the different family generations were working together. They recognized that the business now contained a range of communication, behavioral, operational and learning styles and wanted to ensure that they were sufficiently informed to be able to understand how best to operate the business through maximizing the unique talents and characteristics of each generation to build employee performance. They knew that performance was becoming dependent on the need to understand the characteristics, beliefs and attitudes of each generation and through this build greater trust and cooperation across age groups.

### THE PROBLEM

The initiative was being driven by the CEO, an elderly gentleman yet one who welcomed input from the youth in his world. He realized that any initiatives to improve employee performance, hiring, training and communication across the generations would likely be implemented by the management team many of whom were considerably older and who had earned their senior positions over many years of excellent service. Some were open to hiring even more young staff; developing appropriate training programs; looking at the core business in more radical ways – but a number were quite resistant and confused about what they referred to as.....*i just don't understand all this hyperactivity, strange clipped speaking and they're always asking questions.....* The CEO knew that something had to be done to build trust and a better working relationship between the generations in order to protect and improve employee performance.

### THE BUSINESS DNA SOLUTION

The CEO determined that he wanted to introduce a mentoring program into the business. His radical approach was to use a young employee to mentor an older one rather than the more traditional approach older to younger. He engaged the services of the DNA Behavior Group to work with him. Using the DNA Behavior Discovery and Performance Process all those identified to take part in the mentoring exercise were made aware of their communication and behavioral styles. In addition inherent talents and approaches to business were revealed so that focus would remain on the need to improve everyone's performance and therefore build an even more successful business.



### IMPLEMENTATION AND STRATEGY

The DNA Behavior Group linked the mentoring program to openness and willingness from all involved to look at new ways of building the business through working more effectively together.

- The mentoring partnerships were established
- Each spent some time shadowing the other at their job
- Twice a week they 'hung out' with each other's respective lunch time friends
- Each wrote a short report at the end of the week and presented it to the CEO and all those involved in the mentoring program
- The DNA Behavior Group facilitated and explained any communication challenges as they arose
- The mentor partnerships jointly referred to their DNA Behavior Discovery and Performance Process outcomes in order to learn more about each other and core drivers.
- The DNA Behavior Group commissioned each partnership to write a jointly worded strategy for the CEO on how best to manage the generational divide and how the business could use this knowledge in improving employee performance.

### OUTCOME

The generational mentoring program was very successful. Employee performance improved significantly. Relationships were built across the generational divide a healthy realization of each other's approach to life built a sense of mutual trust. The core group involved in the program became a trusted 'think tank' for the senior management team.